



# Quarterly

Volume 15, No.1 Spring 2011

## Completion of the City of San Antonio's First Solar Project

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## Stepping Off on the Right Foot

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## Sutter's Lean, Green, IPD Team

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*\*Quarterly Photo Contest Winner*

**Letter From the Editor**

In our continuing pursuit to showcase the best, most innovative and downright amazing people and work we deliver as company, this spring the quarterly underwent a complete remodel. The scope work included the redesign and new construction of every page cover-to-cover. While there is a new look and feel to the quarterly, rest assured, it still maintains the same integrity and quality content as it has from its inception.

So take a small moment out of your busy day to sit down and enjoy this issue. From recent trends to the innovative use of technology in the field, you'll walk away with a piece of knowledge or story you didn't know before.

One last thing before I leave you to your reading. Please join me in congratulating Project Engineer Jeff Goodermote, quarterly photo contest winner, for his captivating photo from John Wayne Airport that graces the cover.

Enjoy,

*Meggie*



**Cover Stories**

**City of San Antonio's First Solar Project**

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Swinerton Builders San Antonio just went down in Texas history for completing the City of San Antonio's first solar project. The solar array provides 235 kilowatts of power and is estimated to save approximately \$20,000 in energy costs each year.

It represents a key step toward the goals outlined by San Antonio's Mission Verde Sustainability Plan that includes investing in green technology, energy conservation, renewable energy, efficient transportation, and smart building. It is a positive reminder of the progress made toward the initiatives outlined and will also be a catalyst for future projects.

**Stepping Off on the Right Foot**

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Swinerton Corporate Services is off to a fantastic start in 2011! Simply put, they are primed and ready to deliver successful projects from preconstruction to close-out on a national and regional client base. What will be key to their success? Owning the client relationship.

**Sutter's Lean, Green, IPD Team**

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HMH Builders is ready to embark on their second construction project on the Sutter Solano Medical Center Campus...which has it all! The true IPD project will be implementing Lean Construction and the Green Guide for Health Care (GGHC) methods as part of the design, facility operations and construction of the projects.

<b>Editor</b> Meggie Doscher, mdoscher@swinerton.com	<b>Production</b> Bill LaBranche, blabranche@swinerton.com	<b>Coordination &amp; Editing</b> Mallory Buchner, mbuchner@swinerton.com
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The Swinerton Quarterly is published four times a year, on the first day of each new season. Contributions are encouraged. Submit articles and photographs to Meggie Doscher, Swinerton Incorporated, 260 Townsend St., San Francisco, California 94107-1790 or email mdoscher@swinerton.com.

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| Alan Wolf          | Bruce Winship       | Ellen Wuori     | Jessica Drake     | Scott Kube      |
| Amarilli Galvez    | Cheryl Johnson      | Erin Bley       | Jim Madraso       | Scott Schriefer |
| Andy Holden        | Chris Day           | Gary Rafferty   | Julie Spencer     | Silas Collier   |
| Angela Hines       | Chris Evans         | Gino Guidi      | Kenda Enney       | Steve Cho       |
| Angie Woo          | Clayton Baca        | Heather Benson  | Kristina Palmieri | Sue Twitchel    |
| Anne Daley         | Dale Molyheux       | Holly McBrearty | Lana Odabi        | Sycuan Team     |
| Ashley Young       | Daniel Camin        | Holly Robertson | Leonard Hayden    | Veronika Bendle |
| Bernadette Estrada | Danielle Ridgeway   | Jason Boeker    | Myrna Wagner      | Wil Farinas     |
| Brenda Reimche     | Dave Higgings, Jr.  | Jeff Hoopes     | Peter Hau         |                 |
| Brian McCarthy     | Debra Mathau        | Jeff Recob      | Rachel Goldberg   |                 |
| Bronwyn Johnston   | Elizabeth Bornstein | Jeffrey Wuo     | Ruben Fontes      |                 |



## The Future...

By Jeff Hoopes

Market change is on the horizon. An aging infrastructure, expanding energy needs, population growth, climate change concerns, and the pent-up demand created by the current economic crisis will create a wealth of future opportunities for our organization.

Swinerton has performed well in the current economic crisis by increasing our emphasis on cash conservation and strengthening our balance sheet. We have responded by right-sizing our staff and focusing on efficiencies in order to be cost competitive and become the high-performing contractor of choice for our clients. This business strategy has allowed us to pursue smaller "current revenue" producing projects that have resulted in larger gross fees with reduced competition and payment risk. This is an advantageous position in a deteriorating market where fees have fallen and the risk/return on large projects is upside down.

Given the improving market, below is a sampling of where opportunities will take us during the next few years:

### Fortune 1000 Corporations

Corporations are flush with cash and will begin spending on capital projects in 2011. Dana Jones and Swinerton Corporate Services are focused in this market.

### Multi-Family Apartments

Apartments are filling up fast and rents in 2010 rose by 25% in California. The Northern California group was recently awarded a 418-unit Trinity Properties high-rise apartment complex based upon an outstanding preconstruction and project execution plan.

### Healthcare

This sector will be marked by the building of numerous medical office buildings, clinics, and hospital renovations. HMH Builders and Swinerton Builders will both have significant opportunities in this market.

### Education

Swinerton Management & Consulting will see bond program opportunities and Swinerton Builders will have ground-up contracting opportunities.

### Hospitality

Our Hawaii operation is experiencing a wave of hospitality renovations with three recent awards. New ground-up hospitality projects will start in 2012.

### Renewable Energy

Our Renewable Energy group, lead by George Hershman, is experiencing vibrant growth in the Solar market. We currently have over \$100 million worth of projects under construction.

### Tenant Improvement

2011 will experience a mass relocation of companies as tenants lock in new space prior to a run-up in lease rates.

### Federal

Department of Defense work in Hawaii, Colorado, and Texas will bring us numerous opportunities. Fred Parker and the Government Services team will continue to develop this market.

As a company, our overall focus must be on building long-term relationships with our clients and partnering with them on delivering innovative, cost-saving approaches to design and construction. This can be achieved through our Center for Excellence in Project Delivery and our Building Information Modeling, design-build, Lean and LEED® initiatives; and continuous learning efforts.

The future, while bright, will continue to hold challenges for us and the construction industry. A rise in inflation could severely impact our industry over the next few years. Direct impacts will likely be experienced on design-build projects when the finalization of subcontracts is awaiting design completion as material prices continue to escalate. Where prices rise significantly, we cannot pass these escalations on to the subcontractors, and must plan to absorb and effectively manage them. We must ensure that we have protection for ourselves and our subcontractors by including escalation clauses in our contracts.

Although we cannot predict the future, we must plan ahead and continue to build a strong and flexible organization that can respond to changes in the market place. Each of us must focus on completing our current projects and assignments while keeping an eye on future opportunities.



## From the Operations Corner

By Gary Rafferty

Last December the members of our Executive Committee issued an "Imagine Tomorrow" bulletin outlining a five-year vision of our optimal future business framework centered on customer-centric collaboration. They then challenged each of us to seek out the many opportunities that exist to lead our industry in both innovation and technological advancements.

### Rapidly Changing Technology

The construction industry is rapidly changing in terms of project delivery methods and the systems necessary to achieve successful results. This may be one of the most complicated technological times in history. While rapid changes can create some stress and resistance, we can also leverage these changes to improve our organization.

We are in the business of putting high-quality projects in place for our customers. The more we know about our projects, the better services we will provide for our customers to assist them in making informed, timely, and opportunistic decisions on the business-critical elements of their projects. Technology is a lynchpin of these endeavors.

Our Center for Excellence in Project Delivery team, Quality group, Project Controls group, the IT Department, and our Business Solutions Committee are working together with Operations across the company to advance our technology expertise and stretch our capacity for learning.

### Be Influential

It is quite conceivable that in five years or less, 50% or more of our revenue will involve us providing design-management or design-build services. This does not mean that we won't still be focused on safety, quality, and excellence in execution; it means that we will have a bigger opportunity, along with more responsibility, to do it right the first time.

In a Building Information Modeling (BIM) workshop several weeks ago, one of our customers posed the question "Do you want to be an influencer or do you want to be influenced? In other words, do you want to be the cue stick or do you want to be the cue ball?"

He challenged us with being more strategic, not just tactical; and said the influencers and leaders in the construction industry are moving off the BIM plateau of basic clash detection and MEP Coordination. Thus, taking technology to the level of gauging predictable outcomes in our design, pricing, and cost-saving approaches; scheduling, prefabrication, and building efforts. He also shared that some industry leaders are even utilizing modeling for code check analysis and certification. That's what I call pioneering with technology.

### Be Pioneering

It's incumbent for all of us to help positively influence the outcome of our projects. In doing so, it is of the greatest importance for all of us to be pioneers in our individual roles.

As a Preconstruction and Design Manager, it might mean using your model to better design and more accurately price building envelope systems that prevent water intrusion. As a Field Engineer, it might mean using Total Station to more accurately layout your survey control. As a Superintendent, it might mean using your model to devise a more creative shoring or forming system; or considering off-site prefabrication of system assemblies. As a Scheduler, it might mean working with your Superintendent and Subcontractor Foremen to employ pull-scheduling techniques to improve efficiency of the concrete plan and schedule. As a Quality Control Manager, it might mean using Vela software to implement and monitor your Quality Management plan.

### By now, you get the picture.

I challenge all of us to be influencers and pioneers. By doing so, we will support our corporate strategic goals of Customer Satisfaction, Excellence in our People, A Safe Work Environment and Financial Strength of our Company.

# IN THE FIELD

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## Los Angeles

### Delta Sky Club Renovation Complete

By Steve Cho

In August 2010, Swinerton Builders Los Angeles completed the 9,500-square-foot renovation and expansion of the First Class/Business Class Sky Club for Delta Air Lines at the Los Angeles International Airport (LAX). Located on the Terminal 5 mezzanine, the LAX Delta Sky Club is an award-winning retreat that enhances relaxation and productivity for travelers. This project was the first of four airport lounges that are scheduled for re-opening as part of Delta Air Lines' \$1-billion investment in customer service.

The project scope included renovating three primary areas: the central atrium above the passenger concourse, existing conference rooms, and the existing service bar within the lounge. The first area consisted of demolition of the atrium and the installation of the new rotunda ceiling open to the passenger concourse. This area was in-filled with a structural floor and required high-end architectural finishes. The second area included the reconfiguration of existing conference rooms that were converted to open lounge seating spaces. This new space provided 35% more seats, accommodating up to 185 customers. The third renovated area allows customers to use the new Delta Service Counter where passengers can check-in for flights, print boarding passes, check bags, and review flight information. Other facility improvements include restroom and shower upgrades, computer work station access, high-end finishes, and MEP system upgrades.

*The project team included: Project Manager Steve Cho, Superintendents Manuel Nobella and Joel Urbina, Senior Project Engineer Tony Gutierrez, and Craft Employees Ricky Estrada, Ernie Moraga, and Silvino Castillo.*

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## Northwest

### A Perfect Score!

Upon completion of all branch projects, a scorecard job walk is performed by Bank of America for quality control purposes to rate the overall finished product. They score every detail and even use a tape measure to check for accuracy. Any deficiencies are reflected in the final score given per project based on a 100-point scale. The University Village branch in Seattle was given a 100% on their scorecard! This is the first time since the new scoring system was implemented that a project has been given a perfect score. The team achieved a perfect score for the following reasons:

- Attention to detail – making certain that everything is per plans and specs
- Timely communication of all design issues
- Ensuring that the most recent plans and Architect's Supplemental Instruction updates were followed
- Pre-installation meetings with subcontractors to set high standards up front
- Consistent quality control – punch list subcontractor work from the start
- Multiple eyes on the details including the Swinerton project manager, the owner's representative, and the architect, in addition to the superintendent
- Multiple jobsite walks throughout project duration
- A strong finish – the final product should look like a showroom. Schedule the final two to three days for paint touch up and ACT repair, and the final clean on the last day prior to turnover to ensure that there are no blemishes.



*Congratulations to the team for such an incredible accomplishment! The Bank of America team includes: Project Manager Chad Cone, Superintendent Gary Foote, Project Engineer Steve Goff, and Project Coordinator Judith Helt.*

## HMH Builders

### Got a Squeegee?

Once again the formidable flood-fighting forces of HMH Builders in the North Bay were tested, this time by a toilet incident at Kaiser San Rafael. On September 19th, 2010 water intrusion started with a routine flush meter repair by the facility. The angle stop came apart and pre-task planning had not included identifying the next upstream valve. In the time it took to shut the water off, the third floor toilet supply line leak had reached the first floor. The third floor intensive care unit (core, corridor, and four patient rooms), second floor operating room, and first floor nuclear medicine room were affected, and underwent demolition and reconstruction activities.

At the request of Kaiser Management, HMH and our team of subcontractors mobilized to the site. Within 24 hours damage assessment, dehumidification activities, and containment construction for demolition were well underway; by 48 hours build back activities had started. Immediate and thorough communication with OSHPD helped us avoid the need for any change orders. Despite having to reconstruct plaster walls in the OR, the entire affected area was turned over to the facility, ready for final paint, on September 25th.

The squeegee team was called into action again in January for a similar water intrusion issue at the Santa Rosa Kaiser campus. A simple explanation for the repeat business from Judy Coffey, Senior Vice President for the Marin-Sonoma service area, "I need boots on the ground, that's why I called HMH."

*Congratulations to Joe Favaloro, Matt McCarthy, Kevin Brooks, Sandra Bugg, Preston Hoopes, Bob Wittry, and Pat Grubb for orchestrating an extraordinary response!*

# IN THE FIELD

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## Northwest

### Bright Horizons Comes to West Seattle



The Northwest Interiors group has teamed up once again with long-time client Bright Horizons Children's Center and SABArchitects on its fourth childcare center project in two years! This first generation tenant improvement is located at the LINK, a new mixed-use development consisting of apartments and retail space in West Seattle.

The childcare center consists of 12,700 square feet of childcare center space and 5,500 square feet of playground area. Construction of the apartment complex directly above the Bright Horizons location is occurring simultaneously, requiring daily coordination of all parties involved. The project is scheduled for completion in early March and is seeking LEED® for Retail: Commercial Interiors™ Silver certification.

*The Bright Horizons project team includes: Senior Project Manager Rick LaSharr, Foreman Mark Aurdahl, Project Engineer John Hanks, and Project Coordinator Bernadette Estrada.*

## Orange County

### City of Fullerton Community Center Starts Construction

The Orange County division has been working for the last two years in preconstruction with Griffin Structures and Robert Coffee & Associates to develop a new community center for the City of Fullerton! We are currently in the final phases of the library expansion across the street and construction will soon continue on to the community center.

Construction on this \$21-million project began the first week of February. The project entails the demolition of the existing senior center and Boys & Girls Club, replacing it with a new 60,000-square-foot facility. The new center will include an indoor six-lane pool that can be used year-round.

Additional features of the project include: a new full-size, two-court gymnasium; new lobby areas; technology room; recreational hall; multi-purpose rooms; classrooms; office space for the community center; Boys & Girls Club and senior center; wellness center; arts and crafts room; and full commercial kitchen. All new site work includes parking for 320 spaces and exterior courtyard areas for seniors and pool spectators.

This project will also incorporate sustainable design and be LEED® Certified.

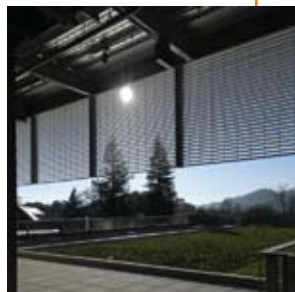
*Thank you to the efforts of our Chief Estimator Greg Hurlock, Estimator Tony Park, and Project Executive Kevin Robertson for bringing this expansion and renovation project home as a win! Our project team includes: Project Manager Kevin Hermreck, Assistant Project Manager Keith Dancey, and Superintendents Nick Thomas and Tony Martin!*

## SMC Education

### The Art of Construction

*By Dale Molyneux & Elizabeth Bornstein*

The Fine Arts project at the College of Marin Kentfield campus includes a new three-story, 28,771-square-foot building which will house classrooms for ceramics, sculpture, jewelry, life drawings, printmaking, and art history. The structure takes advantage of its narrow width to operate on natural ventilation during the temperate season, improving indoor air quality and decreasing cooling and heating costs; large windows will allow for natural daylighting. Native, drought-tolerant landscaping will not only be used on the green roof, but also around the building and in the new arts plaza between the new building and the existing performing arts buildings. The use of sustainable building practices is concomitant with submission for LEED® Silver certification. Substantial completion was awarded on January 21st and the ribbon cutting ceremony is scheduled for March 15th.



## San Antonio

### Completion of the City of San Antonio's First Solar Project

*By Jason Boeker*

In late April of 2010, the City of San Antonio Capital Improvements Management Services Department, on behalf of the Office of Environmental Policy, released a Request for Qualifications (RFQ) for design-build services on a new Solar Array at the San Antonio International Airport.

This program was funded by the Department of Energy formula-based grant to units of local government under the Energy Efficiency and Conservation Block Grant program. Funds for this contract came in whole or in part from a grant made available through the American Recovery and Reinvestment Act of 2009, whose purpose is to stimulate the economy and create and retain jobs.

The award of this project was based upon a qualifications submission as well as an interview process. Swinerton Builders was awarded the \$1.5-million project.

Within the RFQ process, it was determined that locating this project on the roof of the newly completed long-term parking garage at the airport would provide the best value to the City of San Antonio. This location was ideal in that it had a limited amount of obstructions, it already had both structural and electrical infrastructure to support the solar array, and was in a high-visibility location.

The project included a steel frame and truss support structure of approximately 20,000 square feet at the south end of the new long-term parking garage. This structure serves as the platform for the new photovoltaic modules, as well as new shaded parking on the garage roof. The project provides 235 kilowatts of power supplementation to the garage operations and FAA Administration Building. It is estimated that this new facility will save approximately \$20,000 in energy costs each year.

This project represents another key step toward the goals outlined by San Antonio's Mission Verde Sustainability Plan that includes investing in green technology, energy conservation, renewable energy, efficient transportation, and smart building. It is a positive reminder of the progress made toward the initiatives outlined and will also be a catalyst for future projects.

*Congratulations to the project team, which included: Senior Project Manager Jason Boeker, Superintendent Fritz Disch, Senior Project Assistant Dolly Stanush, and Project Accountant Brenda Francis.*



## San Diego

### Hillside Luxury with a View

By Leonard Hayden

The Valley View Casino & Hotel celebrated the grand opening of its new boutique hotel on November 19th, 2010. The seven-story hotel, built into a hillside with amazing panoramic views of the Palomar Mountains, features 96 deluxe rooms and 12 luxury suites with floor-to-ceiling windows. The outdoor area has a vanishing-edge pool and pool deck designed to face the Palomar Mountains. The large events center and lobby is another area of the hotel which overlooks the surrounding valley and mountains. The project team created a beautiful addition to the casino, as well as a very happy client.

*The project team included: Assistant Project Manager Bobby Van Hollebeke, Intern Project Engineer David Kuhle, Senior Superintendent Roger Kazemier, Superintendents Pat Kenney and Dave Castro, Project Assistant Maggie Sierra, Senior Project Manager Leonard Hayden, and Project Accountant Geoff Haines.*



## Hawaii

### Kaiser Moanalua Ancillary Phase 1A *Nine Months and Going Strong*

We all know the adage “Prior Planning Prevents Poor Performance,” and the Kaiser Moanalua Ancillary (KMOA) team is no stranger to this either. Our MEP Manager, along with the help of Kaiser and the Construction Management team, have worked to maintain a “Shutdown Planning and Avoidance” process which uses descriptive narratives and location maps of the shutdown to occur to help pinpoint all circuits, medical gasses, fire sprinkler, air conditioning, etc., which will or could be affected. This minimizes the chance of unexpected utility shutdowns – which is very important to carefully plan ahead of the work in this critical care facility setting.

The team has worked diligently to keep this project progressing in a safe, efficient, and timely manner, and has done very well considering the challenges of working in a live hospital which is running around-the-clock. Maintaining proper infection-control measures, directing day- and night-shift crews to be aimed at the same level of quality and care, and planning utility shutdowns for tie-ins must go without a hitch.

Continuing with the need for prior planning, the KMOA team is also using Building Information Modeling (BIM) and Clash Coordination meetings with MEP, PT, and structural disciplines to “pre-build” and work out possible field clashes before they even start! With the number of utilities interwoven in the interstitial space of the ceiling, it is very important to know how these services will fit around existing utilities, structure, and added structural support systems. A great use for BIM on this project has been to coordinate the HVAC routing to avoid added structural steel and king studs in the field, even before layout commenced.

By staying ahead of the field, the subcontractors are able to minimize time and materials used in the field by avoiding clash situations in the virtual building model. The structural steel for one medical equipment boom can take up to a 36-square-foot area with all of its kickers at full extension. Knowing this, the mechanical subcontractor is able to adjust duct size and routing accordingly and then feed the dimensions to his CAD controlled spool to create the ductwork exactly as planned in the model. This helps us provide the owner a quality product in a fast and cost-effective manner.

## Interiors

### Delivering Phase II for USPS IT/ASC

Phase II of the Information Technology and Accounting Service Center (IT/ASC) Infrastructure Upgrade project for the United States Postal Service (USPS) is well under way with only a few scheduling hiccups to report. Swinerton’s selection for Phase II was driven not only by price, but by our safety record, our team’s experience working in an active and operational data center, and our successful execution of Phase I of the project.

This 166,000-square-foot facility is one of two IT facilities for the USPS in the western half of the US controlling almost every aspect of day-to-day operations. The project is being closely monitored by a governance board overseen by the US Congress. There was a very small margin of error allowed for schedule slippage and cost over-run. In fact, liquidated damages are assessed at \$3,000 per day.

The first delay occurred in early December with the wettest month in 100 years. It rained so fast and hard that every morning started with pumping out the cinder blocks used in constructing the new 4,500-square-foot generator building. The second delay was both unexpected and unplanned – a seven-week construction moratorium mandated by the USPS during each holiday season, the busiest time for their operations. There could be no switch over from old generators to new for the seven-week period between Thanksgiving 2010 and mid-January 2011. Coupled with the rain delays and the “Holiday Moratorium” there was the issue of merely having the three new 2,500 kilowatt generators delivered. Each generator had to be hauled in on a 40-foot trailer up a narrow driveway with limited parking and a tight turning radius.

Yet, the ending to this story is a happy one. Our team was able to call in some expert help from other jobs to help with the underground fuel tank installation and MEP coordination and commissioning. Everyone on the team played to their strengths and worked together to keep the client happy and us in the game. Because of this successful teamwork, we are expected to be invited to bid on the third phase of this high-profile project. It’s a great opportunity that we want to win!

*The USPS IT/ASC Phase II project team includes: Senior Project Manager Chris Brennand, Superintendents John Campbell and David Gardner, MEP Superintendent Cary Thompson, and Senior Project Engineer Jonathan Hoopes. Special thanks to Operations Manager Kerry Atkinson for coordinating the team’s efforts and keeping the focus on the overall success of the project.*

## SMC Education

### Greening the College of Marin

By Debra Mathau & Elizabeth Bornstein

Construction of the Main Building Complex at the College of Marin Indian Valley campus includes a new two-story general purpose building and surrounding landscape beautification. The new building, with a spacious entryway and areas for outdoor seating, will incorporate abundant natural lighting and efficient heating and air circulation systems wholly supported by a new geothermal field. The building will house a variety of workforce development programs in medical and dental assisting, court reporting, and computer technology, among others. A new library and Internet café will also reside in the building. The use of sustainable building practices is concomitant with submission for LEED® Gold certification.



Interiors

## Spotlight on Chevron Concord Campus

Chevron's Concord campus has long been the least visible of the three bay-area campuses, even though there is almost 700,000 square feet of office space in the three buildings which house Chevron's administrative functions. Over the last six and a half years, our dedicated team has continued building our relationship with this important client. Recently completed projects include control center and power plant upgrades, office renovations, and common area remodels.

To date, our work on the Concord campus includes:

- Demolition of an existing site-wide security control room and upgrade with state-of-the-art equipment. The original building access turnstiles were replaced with new Gunnibo entrance gates. Closed circuit television surveillance cameras and monitors were added, an eight-ton suspended air cooling system was upgraded, and the floors, walls, and ceiling were all refinished. All work was completed without any disruption or down-time of the site security systems.
- Replacement of seven existing card access entry door systems at the three main buildings with new state-of-the-art Boon Edam revolving doors. These high-tech doors are designed to allow only one person access at a time and prevent the practice of "tailgating." Work consisted of demolition of the existing doors, pouring new dead flat concrete entries, and integration of existing interior and exterior finishes. Each door installation was done one at a time to allow for zero disruption of fire exiting requirements.
- The 30-year-old co-generation electrical and heating plant was recently decommissioned allowing the client to get back on the PG&E grid. Once the grid was switched over, the two 71,000-pound natural gas powered generators and two chiller units were dismantled and removed from the site; the old generator inertia blocks each weighed in excess of 250,000 pounds. Each unit needed to be stabilized, so they were raised; the isolation springs were removed; and then they were lowered back to their original location. Five new boiler pads were poured and the remaining chiller units were reconfigured. Many other portions of the interior space were cleaned or removed and the original electrical generation and heating/cooling electrical control paneling were dismantled, with the interior components either salvaged or recycled. Lastly, new interior doors and one exterior roll-up door were added.
- The Chevron Archive/Library, designed to house video and other sensitive media, almost doubled the existing space with its recent expansion. The upgraded space included a new access flooring system and cooling system to minimize degradation of the media being stored.
- The 30,000-square-foot office remodel of the fourth floor of Building 3 is the first phase of an overall remodel of the entire building which will upgrade the floor, wall, and ceiling finishes, and allow for more modern telecommunications systems throughout the site.
- A remodel and refresh of the on-site Concord Physical Fitness Center was recently completed with fresh paint, updated wall murals, new flooring, and all new electrical outlets. The work was completed within three weeks over the holiday season and re-opened for business on schedule for the first working day of 2011. This project received a 4.69 out of 5.00 satisfaction score from this very tough client.
- The complete remodel of the onsite Café Servery started with setting up a temporary serving area for the duration. During demolition the existing infrastructure was found to be damaged, requiring the removal of walls and concrete slab in addition to existing cabinet work, serving counters, tile walls, flooring, and ceiling. The piping and conduit all had to be replaced, as well as the existing grease duct shaft. The newly renovated facility has all new porcelain floor tile, wall tile, cabinets, stainless steel and composite material counter tops, food service equipment, refrigeration, and hot food centers. The ceiling and select walls have architectural/art features to enhance the "food gathering" experience.

The Concord team consists of: Superintendents Mark Buckwalter and John Robutz, Project Manager Chris Young, Safety Professional Scotty Du Priest, Project Accountant Kelly Perry, and VP of Operations & Chevron Team Champion Kerry Atkinson.

Los Angeles

## Fired Up at Rincon

By Jessica Drake



Work has commenced on the second United States Department of Agriculture Fire Station project for Swinerton Builders Los Angeles. The Rincon Fire Station and Barracks project is located in Azusa Canyon just 45 minutes outside of Los Angeles. The project scope includes building a new 4,700-square-foot, two-bay fire engine garage; a 2,100-square-foot, 10-bed barracks; a new 5,000-square-foot, pre-engineered storage building; and a 10,000-foot gravity water line for the Angeles National Forest Service. Demolition of the existing garage began in December of last year and full construction started in early February. The project team is enjoying the job location with its scenic mountain vistas overlooking the San Gabriel River, as well as problem solving through the unique challenges of a remote jobsite. The anticipated project completion date is August.

Project team members include: Lia Tatevosian, Ron Caropino, Matt Feehan, Jeff Hughes, and Jessica Drake.

HMH Builders

## Carbon Neutral at HMH

When we hear the words "carbon neutral," do we really know what it means? Science.org defines it as "a state whereby emissions of carbon-containing gases are balanced by the amount being stored; for example, balancing carbon dioxide emissions by growing plants which take in carbon dioxide." Simply put, we offset or help offset the same amount we produce.

At HMH Builders, we have achieved carbon neutral with our corporate fleet of 76 trucks, hybrids, and vans, along with our partnership with the Sacramento Tree Foundation. In 2010, the fleet drove a total of 717,200 miles, which translates to 38,768 gallons of gasoline burned and 376 tons carbon produced. Partnering with the Sacramento Tree Foundation, we planted 116 trees throughout the Sacramento area. The amount of carbon these trees will offset is 524 tons.

We take pride in our work and dedication to our community, and are striving to become the leader in the sustainability market. We are taking responsibility for our impact on the environment and are continually working on neutralizing it. Why? Because it's the right thing to do.

Denver

## Developing New Business

By Julie Spencer

As part of our 2011 Business Plan, Swinerton Builders Colorado is committed to creating a business development culture to support our employees in their efforts to grow their network and deliver new opportunities to the division. In doing so, we are strongly encouraging participation in industry events and community involvement, and have developed a calendar and monthly newsletter to inform the division of events and community involvement opportunities.

### Opportunities Don't Knock – We Do!

Business Development Manager Julie Spencer recently attended an economic forecast event hosted by the Urban Land Institute. After saying hello to a few familiar faces, she settled at a table with two gentlemen she didn't know. Quick introductions were made and more people began to join the table, including a competitor. He shook hands with everyone and began a conversation with the gentleman sitting next to Julie – a conversation about a tenant improvement project on which they were proposing. Hearing this, Julie became energized because she saw an opportunity at the door. At the conclusion of the event, Julie knocked on that door and asked the gentleman about the project. This resulted in her being invited to make contact with the architect, who in turn added Swinerton to the bidders list. We were awarded the project one week later.

Without this exchange, this opportunity would have been lost to us. Now we have a renewed relationship with an architect, a new owner contact and have been awarded a 60,000-square-foot tenant improvement project.

So...get out there. Talk to people. Listen to people. And bring it back to the office so we can act on it!

# IN THE FIELD

BUILDERS • MANAGEMENT & CONSULTING • INTERIORS

San Diego

## B-I-N-G-O!

By The Sycuan Team



With Sycuan and the entire Swinerton team present, January 28th marked the official turnover of the bingo halls at the Sycuan Casino Renovation project! Contracted to renovate the entire casino floor including bingo, poker, off-track betting, buffet, kitchen, east gaming, central gaming, sports bar, and other areas, the completion of the bingo halls marked a major milestone. Entry Project Engineer Deena Takato led the way on punching out the bingo restrooms which went down to the last minute; with millwork, tile, painting, and plumbing subcontractors successfully completing their work on time, and the final cleaning team following close behind on a minute-by-minute schedule.

The renovation of the entire area was led by Superintendent Victor Garcia who worked around-the-clock for the majority of the renovation due to the multiple crew shifts that were working in bingo. With multiple shifts throughout the day and night across the entire casino, Swinerton and our subcontractors are working double time while remaining invisible to Sycuan and their patrons. So far our efforts have been successful because the only change we've noticed has been a pick-up in the DING-DING-DING of the slot machines; a good thing because more DING-DING-DING means more work!

*The Sycuan Casino Renovation team consists of: Project Executive Stephen Flint, Senior Superintendent Andy Dillavou, Superintendents Mike Lambert and Victor Garcia, Assistant Project Manager Stephen Champion, Project Engineer Jon Morton, Entry Project Engineer Deena Takato, Senior Project Field Administrator Jane Koontz, Project Accountant Laura Martinez, and Craft Employees Mike Williams and Jaaziel Hernandez.*

Interiors

## Building on Years of Experience

Over the last 10 years we have completed a long string of tenant improvement (TI) projects for the California Teacher's Association (CTA) ranging in cost from \$50,000 to over \$1 million. In just the last 16 months, we have completed major jobs for them in various California communities including San Leandro, Oakland, San Jose, Ceres, Stockton, and Burlingame, as well as minor work at other various CTA-owned properties throughout Northern California.

On the small end of the scale, the CTA team recently completed a fast-track TI of a low-rise office building we build in 1999 at CTA's headquarter facility in Burlingame. On this occasion, while CTA staff members were on leave for the holidays, our team built 10 private offices on three different floors in three weeks.

An 11,000-square-foot, design-build structural upgrade and complete TI project is currently underway in South San Jose. The scope includes a lobby upgrade, new medium-grade finishes, and a moveable Nanawall partition system dividing the large conference room. Swinerton Carpentry Services is doing the structural timber work as well as providing the DFH. The work will be completed by mid-May.

Our team is dedicated to the success of each of the CTA projects regardless of size, scope, or location. We know that a happy customer is a repeat customer and a repeat customer is a reliable reference!

*CTA team members include: Project Executive Dale Beverett, Superintendent Rudy Del Real, Laborer Abolino Espinosa, Project Engineer Sarah Grossman, Senior Project Accountant Sue Long, and Senior Project Assistant Kellie Khoury.*

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San Antonio

## Putting the Finishing Touches on Crate&Barrel

By Clayton Baca



Swinerton Builders San Antonio is nearing completion on a 25,000-square-foot, two-story Crate&Barrel store adjacent to The Shops at Willow Bend Mall in Plano, Texas. A keen eye for detail and quality were necessary to meet the design intent that the owner expected. The clean and modern design of the building has produced a very high-end product.

The exterior consists of a smooth limestone finish EIFS and pre-built thin brick panels. Several different wood materials were used for the walls and ceiling including cedar, Ponderosa pine and Windsor One ship lap siding. Three 40-foot skylights were installed for natural lighting throughout the sales floor which is made of maple wood and tile.

Several unique aspects on the project posed as obstacles to be overcome by Project Manager Clayton Baca and Superintendent David Byrd. While we were contracted to construct the Crate&Barrel building, another general contractor (GC) was contracted to perform all of the site work, hardscape, and landscape around the building and adjacent to the site. The challenge here was that each GC needed space to work. Our team accomplished this challenge by weekly coordination meetings with the other GC to plan out each week and who would have a certain area of the site on each day of the week. To date, this has worked well and both contracts are on schedule to be completed on time.

Another unique aspect of this project was that the owner supplied and erected the structure and exterior wall panels. Since the owner performed this critical work and our team was to install finish material to the structure, an intense quality management process had to be put into place. Our quality control team checked dimensions, plumbness, and levelness of the structure after it was erected, and notified the owner of any discrepancies found in the structure. This allowed for better quality in the finished materials upon completion.

As part of the design, all exterior finishes aligned with an interior finish and vice versa. With this detail it became critical that all trades coordinated with one another from plaster and carpentry, to masonry, glazing, tile, and drywall. There were reveals in all finishes which were to carry through forming horizontal lines with a clean design concept. With so many different hands installing these finishes, the upmost attention was given when a trade was installing their portion of the work to ensure alignment met the other finishes at all times. The quality control of this was accomplished by pre-installation meetings which were held when a new trade began their work.

As Crate&Barrel is a retail space, there are many recessed niches throughout the building where the owner will install display shelving to present their products. The dimensioning of these recessed niches was critical to the owner as the shelving was procured before the project even began construction. Throughout the project, the quality control team was successful at checking the framing, drywall, and finishes to ensure that the displays would fit properly upon completion.

Our project team worked closely with the Crate&Barrel team throughout the project in order to exceed their expectations. Following the successful completion of the Corte Madera Store in California, our team has effectively continued Swinerton's relationship with Crate&Barrel, while executing and delivering a quality product on time and under budget.

*The project team includes: Project Manager Clayton Baca, Superintendent David Byrd, Senior Project Assistant Dolly Stanush, Project Accountant Belinda Alvarez, and Operations Manager David Wermerskirchen.*



## Hawaii

### PJKK Uses FRP for Enhanced Force Protection

By Silas Collier

More commonly used for seismic upgrades, Fiber Reinforced Polymer (FRP) is also used in the hardening of buildings for force protection. With a tensile strength of 120,000 pounds per square inch, the flexible woven carbon-fiber cloth can be applied to concrete slabs, beams, and columns to enhance their structural qualities.

At the Prince Jonah Kuhio Kalaniana'ole (PJKK) Federal Building and U.S. Courthouse, FRP was recently used to provide additional force protection in select areas of the structure. Subcontractor Fibrwrap applied a single 1/8-inch thick layer of FRP to the top of the existing concrete suspended slab. The material, once adhered with epoxy and allowed to cure for roughly a week, provides strengthening equivalent to adding eight inches of concrete and rebar to the top of the existing slab. The material is flexible and can be readily applied to the underside of suspended slabs and wrapped around beams and columns, but working overhead or on vertical surfaces is more expensive and slower than working on top of a flat suspended slab.

Proper preparation of the existing concrete surface is critical to obtaining a good bond, and a combination of shot-blasting machines and hand grinders were used to remove mastic and softer floor-leveling material. All cracks and penetrations are pre-treated and a thin layer of epoxy is rolled into place. The carbon-fiber cloth is saturated in epoxy and run through rollers to remove excess, and then the material is rolled into place. Additional epoxy is spread over the surface; this final layer of epoxy is thickened with fumed silica, which also provides a durable bonding surface for flooring adhesives.

The application of FRP is a specialized skill, somewhere between concrete finishing and surfboard construction. Because the material is black in color, layout for following work is done in red chalk, or a white paint is used before snapping a black chalk line. The material is very strong in tension but trades had no problem drilling or coring through it, or using powder-actuated fasteners. The material is very thin and protection is needed to prevent heavy foot traffic or rolling carts from wearing through the epoxy top-coat and exposing fibers.



## Interiors

### Greening National Semiconductor

For the last 18 months Swinerton has been working at National Semiconductor's (NSC) Santa Clara campus. Recently our role as builders has been expanded to sustainability consultants and LEED® administrators. After being awarded the Building A1/M1 laboratory consolidation project we presented a proposal to provide green consulting services and administer the LEED certification, and were awarded the work! Adhamina Rodriguez has been providing green consulting services to NSC and will be working on securing a LEED Gold certification for the client

Sustainable consulting and LEED certification are another set of assets within our client-centered culture that we hope to continue to provide to our current and future clients.

## Orange County & Los Angeles

### The Cure for Healthcare Construction

The Providence Holy Cross Medical Center project is quickly approaching final completion! We are in the final stages of tying in the new 136-bed tower to the existing hospital, and the entire team is focused on finishing the project as successfully as we started it.

Located in the San Fernando Valley in Mission Hills, this \$80-million project is the result of a successful regional healthcare effort between the Los Angeles and Orange County divisions. The project was staffed with team members from both divisions, some of which have to weather a brutal two-hour daily commute each way; a testament to the devotion we have not just for our client but also the project.

This project provided a great training ground for our staff that will further promote our regional healthcare presence. The team gained extensive knowledge under the guise of three of our most seasoned Senior Superintendents: Pat Shaffer, Mitch Bair, and Bob Hager.

The successful collaboration between our two divisions extended beyond our own team as we have solidified a great relationship with Providence Healthcare Systems, Construction Manager Stahl Companies, and HMC Architects. The partnership and relationships built on this project are sure to continue well after this project is completed and is a shining example of how a team-oriented approach will most certainly lead to a successful outcome.

*Team members over the course of the project have included: Operations Manager Jerry Mejia, Project Executive Terry Gee, Senior Superintendents Pat Shaffer, Mitch Bair, and Bob Hager; Superintendents Wayne Miller, Dave Seabert, Will Carpentier, Joel Urbina, Dave Hutchins, and Peter Ruiz; MEP Superintendent Norm Lee; Assistant Superintendent Hector Vazquez; Project Manager Jeff Wu; Assistant Project Managers Nate Donsker and Shelly Lee; Senior Project Engineers Lena Bissiso, Francisco Gutierrez, and Laura Orozco; Project Engineers Steve Yeum and John Dang; Senior Scheduler Mike Brown; Senior Accountant Kristi Ababon; Accountant Shilo Jaramillo; and Project Assistants Debbie Pinson and Rita Tejada.*



## Los Angeles

### Breaking New Ground for LAUSD

By Daniel Camin

Swinerton Builders Los Angeles recently broke ground on the \$9.8-million Glassell Park Early Education Center project. The project includes a 10,000-square-foot subterranean parking garage, 13,000 square feet of classrooms and administrative space, and an outdoor playground. The Los Angeles Unified School District (LAUSD) has paired the Early Education Center with an adjacent housing project in an effort to provide shared community space, while meeting the housing needs of the local teachers.

The project was awarded on a best-value basis in August 2010. The team partnered with LAUSD, Gonzalez Goodale Architects, and our subcontractors to navigate the challenges of working on a shared and constrained site next to an active elementary school. Although prepared to break ground in the fall of 2010, the team faced numerous challenges including critical foundation concerns from the Division of State Architect. Working as partners, we've helped LAUSD and the design team develop solutions to overcome the obstacles and were recently given notice to proceed on the revised design.

Wasting no time, our team acted immediately to install the temporary shoring and began excavating for the deepened footings. The next step was to prepare for the subterranean portion of the work, which included the structural foundations, stepped footings, and various MEP systems.

Now that the project is finally up and running, it is off to a safe and successful start. The project team is looking forward to the challenge of completing and delivering the Glassell Park Early Education Center to LAUSD, the awaiting community, and students.

*The project team includes: Project Executive Daryl Crusier, Project Manager Mike Allison, Senior Superintendent Rick Casillas, Project Engineers Daniel Camin and Antonio Briones, and Project Field Administrator Christine Parham.*



# IN THE FIELD

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## HMH Builders

### Virtual "Design-Build" HMH Brings a Whole New Meaning to VD&C



The HMH team successfully completed and delivered the design-build Dameron Hospital expansion construction documents to OSHPD with the January 3rd submittal. This \$97-million project includes a 124,000-square-foot expansion of the existing medical center campus in Stockton. Anticipated construction start is First Quarter 2011 with project completion slated for Fourth Quarter 2014.

We integrated various types of Virtual Design/Fabrication software in this collaborative effort. The architect and structural engineer designed in Autodesk Revit; HVAC and plumbing in MAP Software; electrical and pneumatic tube in AutoCAD MEP; framing and drywall in COINS Framing Solutions; fire sprinkler in AutoSPRINK; elevators in AutoCAD; and cast-in-place concrete in Tekla Structures. Also by the architect were precast concrete, glass, and glazing, with miscellaneous steel supports by the structural engineer. We also incorporated other vital modeling components including T-bar ceilings, MRI enclosure, and "no-fly-zones."

Even though we assembled an extensive Virtual Design & Construction (VD&C) team, the virtual construction document phase was by no means a slam-dunk. In early July 2010, we encountered several challenges. The first, deliver a coordinated-shop drawing construction document submittal to OSHPD in six months. Our team accomplished this while incorporating Value Engineering (VE) and constructability reviews which caused design drawings to fluctuate. This effort was clearly valuable to the project while providing the best value to the client, but slowed the modeling process.

To make certain we maintained this aggressive schedule, we introduced pull-scheduling techniques and lean processes. The entire construction document phase was analyzed which allowed the design-build team to understand all of the design deliverables, inter-relationships, and the last responsible moment for achieving the agreed upon milestones in the schedule. What was also realized during this effort was that due to the holidays and submittal preparation, there was really only five months to complete the construction documents, virtual coordination, and OSHPD submittal instead of the originally planned six months! Thus our second challenge arose: completing the virtual construction documents phase in five months instead of six.

Understanding these challenges, we introduced the pull-scheduling technique. This process laid out the entire construction document phase and allowed the design-build team to understand what was required and at what time. Implementing Lean and Integrated Project Delivery methods such as core and cluster group meetings and Model Progression Specification helped the virtual design move forward. We also used "red-marking" or "overlay" coordination. Though this technique is from the "stone-age," it allowed for pre-modeling coordination efforts in conjunction with MPS and reduced system clashes and waste; a term we call clash avoidance.

Even this streamline process wasn't enough; the design fluctuation created complications. Time was running out and the objective of being 100% coordinated seemed to be out of reach. Our team quickly switched gears to focus on locking in VE items and identifying constructability issues that may affect design. We geared up the virtual coordination team to focus on coordinating major MEP arteries and equipment placement, items that are vital to OSHPD review.

The design-build team delivered a solid OSHPD package with no deferred submittals and completed shop drawings within budget and a complete virtual coordination process. Stay tuned for the next quarterly to discuss post-OSHPD virtual coordination and back check comment integration.

Thanks to our innovative design-build team: Curtis Johnson, Chris Morris, Dexter Morris, Kyle Robbins, Angelo Purpura, Pete MacRostie, Steve Harless, Rob Stratton, Matt Vanderpool, Ryan Byrd, Jacqueline Gardiner, Brian Piper, Mary Anne Salazar, Matt Burnie, Jeremy Melton, Vincent Marquez, Sterling Graham, and Mika Reckers.

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## SMC Education

### Safety SEWUP Program

By Anne Daley

The Swinerton Management & Consulting Education team at the San Mateo County Community College District (SMCCCD) has been presented with two more safety awards from the Statewide Educational Wrap Up Program's (SEWUP) Board of Directors. Our team was commended at the San Mateo County Community College District Board of Trustees meeting on January 26th for maintaining outstanding safety performance during the construction of two design-build contracts totaling nearly \$300 million at the College of San Mateo and Skyline College campuses. We are targeted to complete the second phase of the \$900-million construction management assignment at the SMCCCD in 2012, and have completed over 200 projects as part of the district's capital improvements program. Swinerton's Corporate Safety Managers have supported our team by performing regular safety inspections. To



Pictured: SMC Construction Manager Jack Herbert, Skyline College; Vice Chancellor Jose Nunez, SMCCCD; and SMC Construction Manager Mario Galeano, College of San Mateo.

date, the Board of Directors of the SEWUP Program have awarded 13 Safety Awards statewide for projects in the program. Of these 13 projects, seven awards have been made to projects managed by Swinerton Management & Consulting.

## San Antonio

### Celebrating 50 Years of Building

By Holly McBrearty

Lyda Swinerton kicked off 2011 with a new name change, officially being dubbed Swinerton Builders San Antonio! Lyda Constructors was purchased from Swinerton in 2002 and had been in the Texas construction business since 1960. To commemorate the name change and the 50 year mark, we hosted a

reception on January 26th at the Tower of the Americas in San Antonio.



Over 150 guests were present at the event including past and present clients,

architects, engineers, subcontractors, and other local business associates. The evening began with a welcome and overview of the company from Division Manager Charlie Johnson, followed by Business Development Manager Leland Rocchio touching on local construction projects and the history of the company. President Jeff Hoopes wrapped up the presentation speaking about the future of Swinerton Builders in Texas. The event was a tremendous success in that it gave our guests a chance to connect with those they work with on a more personal level and in a casual environment.

The Tower of the Americas was chosen as the venue because it was built by Gerald D. Lyda in the 1960's and solidified the Lyda name in Texas. It is the most prominent building in San Antonio's skyline and provided guests with a 360° view of downtown San Antonio.

Special thanks to Marketing Coordinator Erin Bley for a great job in planning and organizing this event!

## Interiors

### Looking for Third Success with On Lok

On November 16th, the San Francisco Interiors group participated in the On Lok Lifeways Peralta Oaks groundbreaking in Fremont, California. This will be Swinerton's third PACE Center for On Lok. Build-out of the 9,000-square-foot community clinic and adult day care facility began in early February with completion scheduled in 2012 to coincide with On Lok's 40th Anniversary.

The On Lok Peralta Oaks team consists of: Chief Estimator Pam Jefferis, Project Manager Shao Hu, Superintendent John Campell, Operations Manager Kerry Atkinson, and Division Manager Andy Holden.

## Swinerton Corporate Services

### Stepping Off on the Right Foot

Swinerton Corporate Services is off to a fantastic start in 2011! In the last two months the newly-formed operating group has rolled out program standards to each of our regions regarding management structure, business development goals, and how to measurably increase interoffice collaboration. More importantly though is the collective region-wide alignment in implementing a strategic collaborative effort toward securing and delivering programs for private corporate clients that have project needs across multiple geographic regions. Simply put, we are primed and ready to deliver successful projects from preconstruction to close-out on a national and regional client base.

A sample of Master Service Agreements (MSAs) currently in place include:

- Bank of America
- Bloom Energy
- Chevron BRES
- Gap Inc.
- Goldman Sachs
- HSBC
- Marsh & McLennan Companies
- National Semiconductor
- PG&E
- Union Bank/JLL
- USAA

From these MSAs we have recently been awarded the following opportunities:

- Successful fuel cell installation project for The Ratkovich Company through Bloom Energy
- Union Bank/Frontier Bank rebranding project in the Northwest
- Several bid opportunities for Gap retail stores in the Northwest
- On-site service work for USAA's corporate headquarters in San Antonio, Texas
- The opportunity to negotiate several programs with Bank of America on a national level
- One of three general contracting partners servicing PG&E's real estate portfolio throughout California

*Our team's success will be achieved by owning the client relationship. We will earn the client's trust to by establishing the same positive Swinerton experience for the client regardless of project location. From our ownership and accountability we will establish more creditability in the market place and increase our market share. The Corporate Service Team is lead by Chris Day and Andy Holden, with the day-to-day management and sales skills of Peter Hau and Dana Jones, and the stellar administrative assistance of Bronwyn Johnston.*

## Hawaii

### Remediation to Re-development

By Christopher Evans

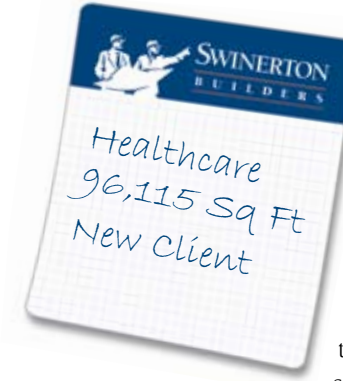
The Makaala Center site development project is a 15.5-acre retail development located in Hilo, Hawaii. The \$11-million project consisted of redeveloping land owned by the Department of Hawaii Home Lands. Two new leases, Target and Safeway, worked together in a joint venture to develop the land through Safeway's development arm, Property Development Centers.

The existing property had multiple tenants and a considerable amount of contaminated soil. Pollutants included arsenic, heavy petroleum, and dioxins; with dioxins being the most prevalent pollutant on the property. The cleanup was extensive with over 8,500 cubic yards of contamination being handled and safely stored in a containment pit. The net import site had over 16,000 cubic yards of imported soils. The existing ground conditions consisted of shallow dense granular fills on top of moderately to severely fractured, weathered basalt formations. The subsurface basalt formations made the installation of utilities and foundations tedious with most installations requiring extensive hoe ramming.

The scope of work included: remediating the contaminated soil, abatement of existing hazardous materials from the industrial site, mass grading, building a 1,200-lateral-foot retaining wall, providing infrastructure for primary electric, sewer, fireline, water line, drywells, and propane gas; over-excavating building footings and preparing the building pads; AC paving, traffic light installation, and off-site improvements; site lighting; and miscellaneous site finishes. We won the GMP contract in June of 2009 and participated in eight months of preconstruction services prior to the beginning of construction in February of 2010. The project will be substantially complete by the grand opening of the Safeway store at the end of March.

## Orange County & San Diego

### Regional Effort Brings on a New Healthcare Client



Swinerton Orange County and San Diego combined forces to win a \$23-million hospital renovation for Sharp Healthcare, a large healthcare provider based in San Diego. Since the award in May 2010, we have been working through the design phase and are now mobilizing to begin construction. The scope of work for this 96,115-square-foot existing and operational hospital improvement project will take place over multiple phases with an anticipated completion date of September 2011.

Scope includes renovation to the NICU department, laboratory, administration area, gift shop & boutique, staff lounge, and additional major renovations to exterior work on the second floor. We will also renovate the family living area, the WACU department, and perform a significant renovation to semi-private patient rooms; aesthetic upgrades to private patient rooms, corridors, and the nurse stations; as well as the replacement of the nurse call system. To bring this project in ahead of the

owners anticipated schedule, we've developed an innovative approach which includes starting the third and fourth phases shortly after the second phase begins.

In our pursuit for this project, we proactively reached out to the hospital and local community to learn as much as we could about this project to position ourselves as the best value design-builder for this complex hospital remodel project.

Over the last year, the combined efforts of Project Executive Mike Casey, Project Manager Jon Windholz, Superintendent Dave Seabert, MEP Coordinator Norm Lee, and Senior Estimator Dennis Hern have proven that our healthcare expertise is unbounded.

Dave and Jon pulled together a schedule that the owner could not refuse and site logistics that put a Superintendent to work! Project Executive Mike Casey not only brought his healthcare expertise, but also his local San Diego knowledge to the team. MEP Coordinator Norm Lee was also an essential team member in coordinating all MEP systems, while Senior Estimator Dennis Hern played an important role in identifying and selecting the right subcontractors to provide us the information and numbers crucial to getting the best value to Sharp.

*Thank you to everyone who played a role in securing this award during preconstruction and good luck to our construction team! The project team includes: Division Manager Dave Callis, Operations Manager Jerry Mejia,*

*Project Executive Mike Casey, Project Manager Jon Windholz, MEP Coordinator Norm Lee, Superintendent Dave Seabert, Chief Estimator Greg Hurlock, Senior Estimator Dennis Hern, Scheduler Christine Sevilla, Marketing Manager Rachel Goldberg, VDE&C Manager Josh DeStefano, BIM Coordinator John Hallgarth, Estimating Coordinators Melissa Morton-Jackson, Kia Hardy, and Ashley Young; Estimator Jon Oh; Project Managers Jason Chappell and Suzanne Ives; Project Engineer Tim Erickson; and Senior Project Managers Bob Danielson and Scott Kube.*



# IN THE FIELD

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## Silicon Valley

### Topping Out at Christopher High School

Christopher High School, an energy-efficient public high school located in Gilroy, celebrated the last day of school before the holiday break in a unique fashion. While there was a festive tree involved...it was atop a construction beam that was hoisted high in the sky!

On December 17th, Swinerton joined faculty, district staff, students, and BCA Architects in one of the construction industry's oldest customs, a topping out ceremony, for the new two-story academic wing E classrooms. This 58,000-square-foot, steel-frame, two-story structure will house 36 classrooms and incorporates a number of green features including skylights for enhanced daylighting.

The Silicon Valley division is the General Contractor on this three-phase project for the Gilroy Unified School District (GUSD), which includes the two-story building E classrooms, aquatic center and new parking lot which will be used by the high school and the aquatic center. Serving both the Gilroy community and high school, the joint-use aquatic center will feature a competitive pool and an activity pool, which includes a play slide structure, with a significant pool deck area with bleachers for viewing events. The new academic wing E classrooms will adjoin the existing building wings completed during Phase I.

We are proud to be partnering with the GUSD and BCA Architects on a project that is building a better future for the students at Christopher High School and the Gilroy community.

*The project team includes: Operations Manager Don Bourne, Project Manager Angie Woo, Superintendent Mike Simanek, Project Engineer Jason Silva, and Project Administrator Davann Senter.*



## Northwest

### More Work in Portland

Swinerton Northwest Interiors was recently awarded a new Gap project in downtown Portland. The project encompasses 10,800 square feet of new interior finishes and store reconfiguration that will combine Gap, Gap Kids, and Baby Gap into one retail space. The project will be performed at night in two separate phases. A very competitive bid with an alternate phasing plan that resulted in cost-savings to the client set us apart from our competitors and was key in securing the project. Project Manager David Wang, a recent addition to the Portland team, looks forward to the challenge of exceeding the owner's expectations.

*The Portland Team includes: Director of Operations Michael Schuster, Project Manager David Wang, and Senior Project Administrator Danielle Ridgeway; with operational, marketing, and administrative support from Operations Manager David Worley, Business Development Manager Lou Zonta, Marketing Coordinator Bernadette Estrada, and Project Accountant Diana Heimberger.*

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## HMM Builders

### Sutter's Lean, Green, IPD Team

HMM Builders is ready to embark on our second construction project on the Sutter Solano Medical Center Campus located in Vallejo. Sutter engaged HMM based upon our past performance on the Pre-OP Ambulatory Surgery, Endoscopy, and Emergency Department Remodel project. Preconstruction efforts are near completion for the Main Accessibility Upgrade Entrance project. We have been in preconstruction for almost two years for this and the Main Hospital Accessibility Upgrade Interior projects. The interior project is expected to obtain an OSHPD permit Fourth Quarter 2011, with construction to start immediately thereafter. The Integrated Project Delivery team includes: Sutter, MSA Architects, and HMM Builders. The project will be implementing Lean construction and the Green Guide for Health Care (GGHC) methods as part of the design, facility operations, and construction of the projects.

The entrance project consists of remodeling the existing main hospital and emergency department drop-off and parking to make them ADA compliant. This multi-phased project will be constructed directly adjacent to several critical areas, including the emergency department and CCU. All areas are to remain fully operational during demolition and construction activities. The team anticipates having the OSHPD permit for the entrance project by March, with demolition to start around April 4th.

*The project team includes: Operations Manager Scott Henrikson, Project Executive Scott Grubb, Project Manager Shannon D. Foley, Project Administrator Stacy Crestelo, Scheduler Shannon Fryer, Project Engineers LaMont Hurren and Carl Arevalo, and Project Accountant Cheryl Abalos.*

## Hawaii

### Successful Completion of Monsanto Phase II

*By Jim Madraso*

The negotiated second phase of Monsanto consisted of the shed, shop, and warehouse, as well as innovative means and methods for a successful project completion. During the start of the project, the NPDES permit was delayed by a month. We assisted the owner with options and analyzed the construction schedule so no additional cost or construction delay would be incurred by the owner.

In order to make up for the one-month delay, we re-sequenced all of the scheduled activities, which allowed us to perform work on critical path items. The main driver of the schedule was the owner provided steel structure which was delivered early.

To accommodate the early arrival of the building steel we placed the footings first and poured the majority of the slab concrete after the erection of the building to allow for continuous work by our subcontractors. We poured one strip of slab prior to erecting the building which contained all of the finished spaces. We were able to rough-in all of the MEP through the slab prior to erecting, which enabled us to begin framing and in-wall rough-in immediately after all the roof work was complete. We incorporated a telebelt during our slab pours allowing for an accurate and rapid placement in the tight confinement.

On January 10th, substantial completion was given to the owner and we followed with a successful closeout. The projects success is due to the hard work and innovative thinking of the project team.



## It's Not the Destination but the Journey

By Scott Kube



Since our last update in the Summer 2010 Quarterly, the Swinerton Telemedicine team at University of California San Diego (UCSD) has progressed with great strides to overcome excessive 'owner-driven changes,' has battled through diverse weather conditions, and has continued to build a strong relationship with the Project Architect Skidmore, Owings & Merrill (SOM). SOM is one of the leading architectural firms in the world with a reputation for design excellence in development of specialized technologies and innovative ideas. As for the Telemedicine Project, SOM's signatory feature is the exterior.

There are three significant architectural features: a glass curtain wall system with modified custom profiles, a composite resin panel system (TRESPA), and a 25-foot by 180-foot concrete cantilevered arcade sunscreen supporting over 93 tons of architecturally exposed structural steel with Pilkington Planar structural glass panel system. It is from here the journey began...

The level of expectation by SOM was addressed prior to the start of construction with the immediate establishment of preconstruction meetings. Our team spent countless hours during the submittal process, coordinated hundreds of RFIs, managed the multiple performance mock-ups, and kept up with constant owner changes – all for a four-story building!

Throughout the procurement stage, our team monitored the progress of production, which extended to Holland, England, Mexico, Canada, and local manufacturers. Our primary focus was the level of expectancy due to minimal allowable tolerances, the color quality, and the deliverables. Our oversight, referencing the Swinerton Quality Assurance Program, assisted us to monitor the trade's progress, visit manufacturing facilities and directly communicate with the plant managers.

A vital role throughout this journey was our implementation of Swinerton's QA/QC program. One of the worst phone calls for a project team to get is an owner stating they have a water leak. In our case, our trades placed a mock-up pursuant to the contract design detail, outlined as per the approved submittal, and in conformance with the consultant's observation during the installation. While the air test passed, it was the water test that failed. Upon further review, the consultants agreed to an alternate method. This one example has led to many field inspections performed by Swinerton, and although minor deficiencies were discovered, the ripple effect was avoided.

And so the journey has nearly ended for us at Telemedicine. The TRESPA rain-screen exterior skin system has arrived and is currently being erected, our glass curtain wall is nearly 95% complete, the Pilkington Glass Panels are stored off site, and the architecturally galvanized steel will commence installation before this article goes to print.

For further monitoring visit the blog generated by UCSD and also monitored via webcam at <http://blog.ucsd.edu/mededblg>

Thank you team for all your hard work and continuing success: Kurt Kunz, Greg LaRocco, Mark Casillas, Andrew Pearl, Patrick Wilcox, Robert Jennings, and Jenny Clough.



## Kaiser South Sacramento Goes Final!

HMH Builders obtained staff and stock from OSHPD on January 18th for the new Kaiser South Sacramento Hospital Tower Project! The completion of the 158,074-square-foot, six-story patient bed tower is the final piece of the over \$200-million expansion project that includes a new central utility plant, outpatient surgery services, temporary exiting project, site re-work, and expansion to the emergency department.

The new hospital tower consists of five floors above ground and a partial lower ground floor. The ground floor houses ancillary support space, while the first floor houses the new lobby/waiting, admitting, pharmacies, and member services. Floors two through five will house medical, surgical, and intensive care nursing units.

Kaiser Permanente engaged us over five years ago to begin preconstruction services on the South Sacramento expansion project. We've worked closely with Kaiser, the design team, and design-assist trade partners to develop a comprehensive design and construction plan. While expansion work on a fully operating facility brings many challenges, it also brings opportunities, which allows us to show why we are the leader in healthcare construction. These challenges included a multitude of planned shutdowns to support MEP system integrations with existing campus systems, a new communication/data feed to the campus with no disruption to Kaiser's electronic Health Connect system, and implementation of a dynamic logistics plan to manage disruption avoidance to the existing campus staff and patients. We demonstrated excellence in completing a project of this magnitude by delivering the project milestones per the schedule developed over five years ago. To further emphasize the magnitude of this achievement, a published statistic states less than 19% of all hospital projects constructed in California finish on schedule. The Kaiser South Sacramento tower project can now be added to our company's track record of bucking this trend!

In addition to meeting scheduled milestones, the project team completed the work with a high level of quality that was often complimented on by OSHPD. The compliments were earned as the inspection statistics show the hospital tower project had over 3,300 inspection requests with only 50 re-inspections. This equates to better than a 98% first time passing rate! Equally impressive to the project being completed on schedule and achieving a high level of quality, is that the project team finished the project under a tight Guaranteed Maximum Price.

*The success of the project is a result of ALL the team members who worked on the project including HMH personnel, Kaiser's managers, engineers and staff; the design team and their consultants; the inspection team; OSHPD personnel; our trade partners; and all the field craftspeople that made it happen.*



## Hard Work Pays Off

The Northwest team has been awarded the Fred Meyer Totem Lake Renovation project! This tenant improvement renovation valued at \$6.5 million consists of a complete store remodel for the retail supermarket totaling 175,000 square feet. The scope of work includes a complete gut of the interior to be replaced with two new storefronts, exterior landscaping and sitework, and an updated interiors look in compliance with the newly designed store layout. The store will remain operational during construction and will include overnight shifts to accommodate the complex phasing schedule for the project.

This is the second phase of the complete store remodel that began with a garden center project that we are currently finishing up. A competitive bid and qualification process named our team as the best choice contractor for the project. Work began in late February with completion slated for September.

*Congratulations to the Fred Meyer project pursuit team of Project Managers Joe Hoskovich and Chad Cone, Superintendent Kevin Buzitis, Project Engineer Steve Goff, Operations Manager Dave Worley, and Business Development Manager Lou Zonta for their efforts in securing this exciting win!*



Hawaii

## Mega-Project Reaches Out

By Silas Collier

The modernization and renovation of the Prince Jonah Kuhio Kalaniana'ole (PJKK) Federal Building and U.S. Courthouse marches on in bustling downtown Honolulu, Hawaii. Taking full advantage of \$121-million funding by the American Recovery and Reinvestment Act of 2009 (ARRA), Swinerton, our subcontractors and the design consultants continue to create jobs as we build the future. As the Construction Manager as Constructor on the project, our contract value has grown to over \$86 million. The PJKK project represents a healthy portion of the Hawaii division's backlog for the next few years and has been lauded by the U.S. General Services Administration (GSA) as one of their best ARRA-funded projects.

As a Federally-funded "mega-project," Equal Employment Opportunity (EEO) compliance is well documented and heavily scrutinized. Along with each of our subcontractors, we can expect at least one audit with the U.S. Department of Labor throughout the course of the project. In addition to meeting our minority and female percentage goals, we've also reached out to the community to encourage participation in construction by under-represented groups. We recently participated in a local job fair where roughly 5,600 job seekers attended. Rather than sit at a small two-person table in the giant Blaisdell Convention Hall, we booked the semi-private Pikake Room and invited all of PJKK's subs, all of the trade unions, and a handful of community-based organizations to create a "construction zone."

Started in April 2010 with 10 phases over a 48-month duration, to date the project has completed the first two phases. As of early March, we have completed six major movements of tenants within the two buildings. Portions of the third and fourth phases are beginning earlier than originally planned to help accommodate additional scope and last-minute changes in design. With zero accidents and almost no re-work, the project is scoring 10 out of 10 on almost every level.



Swinerton Carpentry Services

## SCS Has Left the Building

By Gino Guidi

SCS recently relocated from 260 Townsend Street to new space in nearby South San Francisco, allowing us to develop and grow as a separate entity from Swinerton Builders. In addition to offering spec writing services for projects, Project Manager Sammy Khatri has been working closely with suppliers to develop direct buying power, positioning ourselves to be a best-in-class DFH subcontractor/supplier. We also recently added David Wells to our team, who has 25 years of experience, expanding our estimating and project management capabilities for all carpentry scopes.



### SCS Projects at a Glance

At the Jackson Rancheria, SCS has been awarded three of the six phases. We also just completed the Carnegie Foundation renovation in Palo Alto where we were the general contractor and self-performed the demo, foundation, rough carpentry, millwork, doors frames, and hardware. Thanks to Dennis Wong and Lissette Morales from SMC for the assist in this win! Additionally, our team just broke ground on another Bright Horizons childcare center located in San Jose, a negotiated job with the client and awarded to us based on outstanding past performances from all the Swinerton offices. The scope will include new millwork in all classrooms, lobby and administration office renovation, new playground structures, and landscaping.

The Swinerton Carpentry Services team includes: Operations Manager Gino Guidi, Chief Estimator T.A. Menconi, DFH Project Manager Sammy Khatri, Project Manager David Wells, Project Engineer Nick Pavlina, Carpenter Foremen Chuck Metcalf and Deland Kaneshiro, and our squad of trusty carpenters.

Orange County

## BRB Innovation at JWA



Swinerton Builders received certificate of occupancy for the new 740,000-square-foot, 2,000-stall parking structure at John Wayne Airport in Santa Ana, California on December 21st, 2010. This successful project was delivered on time to the client after driving 1,061 concrete piles, pouring over 25,000 yards of concrete, and more than 200,000 man hours.

We were selected to build the five-level, post-tensioned concrete parking structure as part of the John Wayne Airport Improvement Program. The structure was designed by Walker Parking Consultants and structural engineer Integrated Design Services to meet the requirements of an Essential Facility. In order to meet the enhanced safety factors for an Essential Facility, the design team selected the use of buckling restrained braces (BRBs) for the structural load restraining system, a unique selection and the first post-tensioned slab and beam parking structure constructed with BRBs to our knowledge. The design also incorporated a pile foundation system, slab-on-grade, four elevated post tensioned concrete decks, CMU elevator shaft with four passenger elevators, architectural precast spandrels, and BRBs for the lateral support system.

Upon award of this public works project, we began discussing means and methods with the listed rebar, concrete formwork, and structural steel subcontractors, as well as the BRB manufacturer. There are essentially two unique construction components to BRBs when used in traditional parking structures: the concrete embed and gusset plate, and the brace itself. As this is the first parking structure using BRBs, the Engineer of Record did not dictate in the plans and specs how the system would be constructed, but rather provided some general guidelines for the contractor to follow, leaving the construction means and methods to the contractor.

The first challenge we faced was the embed itself. The Systems Engineering and Operations Research (SEOR) gave the options of providing one massive shop-fabricated steel embed, or breaking it into pieces with field welding for an easier setting and installation process. Along with our subcontractors we elected to do a single embed, some of which exceeded 5,000 pounds. Although the initial setting would be more difficult, this proved to be the best option as there would be only one move instead of several. This option also allowed us to set and place the beam and girder rebar through the embed ahead of the deck forms, enabling us to make weekly 25,000-square-foot deck pours. Once the embed was in place and poured with the column below, it was locked into place and no other setting or adjustment was required.

An additional challenge presented itself when we modeled the rebar that was to pass through the embed. The SEOR used the nominal size of the rebar and did not take into consideration the knurling on the bar, nor did it factor in construction tolerances and variances needed to finish the rebar through the embed. This resulted in the rebar improperly fitting. We overcame this obstacle through the use of BIM; bar sizes and quantities were modeled and changed to ensure a perfect fit once implemented in the field.

The final issue was the brace itself. The challenge we faced here was having enough time to fabricate the braces from as-built field measurements and then install them to meet the schedule. In addition to normal building movement, we had to deal with movement due to post-tensioning. After the first elevated deck pour we began taking field measurements from pin to pin using the Total Station. After taking the measurements in multiple areas at seven, 28 and 56 days, we determined that the gusset plates were not moving as much as expected and we could proceed with fabricating all of the braces with their design lengths. This again helped us maintain our weekly deck pours as well as meet the overall project completion date.

After successfully overcoming the challenges of building the first ever post-tensioned slab and beam parking structure constructed utilizing BRBs, we have finished construction at the airport and are leaving behind a unique structure for a satisfied client and consultant team.

Great work to our project team, which includes: VP & Operations Manager Jerry Mejia, Project Manager Kevin Hermreck, Assistant Project Manager Keith Dancey, Superintendents Tony Martin and Ken Courtney, Project Engineers John Dang and Jeff Goodermote, Quality Control Manager Tod Webster, Scheduler Christine Sevilla, Project Administrator Liz Heringer, and Accountant Katie Henderson.



# COMMUNITY

GIVING BACK • VOLUNTEERING • PHILANTHROPY

## Building Dreams

By Brian McCarthy

Swinerton continued its support of Habitat for Humanity by participating in Habitat's "Builders Blitz" in Oceanside, California during the first week of November 2010. During the "Blitz" period, volunteering general contractors must complete a single family residence in 100 hours. Swinerton was provided a set of plans and a concrete slab foundation for which to begin and the rest was up to us. Material and labor donations were secured from our valued subcontractor community and even in tough economic times, the level of interest and commitment from our project team was inspiring.

Building kicked-off at 7:10 AM sharp led by Swinerton Superintendent Scott Atwood and Laborer Scott Collins. Trades were scheduled by the hour with work days lasting until midnight each night. While the work days were long, our team drew motivation after meeting the family whose home we were building.

Michelle Anderson is a single mother to two beautiful young girls. Like all families that receive a home from Habitat, Michelle had to contribute a minimum of 500 hours of Habitat and community service prior to receiving the keys to her home. We met Michelle the first morning of the build and could tell immediately that this opportunity was going to change both her and her daughters' lives. Families are not allowed to participate in the build during Blitz events because of the incredible amount of construction activity during the four-day build, however she was always around delivering lunch, water, giving support, and saying thank you over and over again.

While it is certainly not the most important thing, we all have a competitive side and we are happy to report that Swinerton was the first home finished of the four built that week. Presenting the keys to Michelle was an experience our team will never forget and was an important reminder of why community service and helping others is simply the right thing to do.



CHARITY • DONATIONS • GENEROSITY • ALTRUISTIC

## The Season for Giving in Denver

By Ellen Wuori

It was that special time of the year for all of us. The holiday season was near and like many other offices, the Denver division came together to help those less fortunate. For our 2010 holiday giving program we provided food and gifts to two families we adopted through Family Tree; a non-profit organization which provides a broad range of services and shelter for families and youth of metro Denver to overcome child abuse, domestic violence, and homelessness. While not required or expected, each family expressed their gratitude by sending thank you cards and photos.

"I would like to gratefully thank all of the staff of Swinerton Builders for abundantly blessing my son and me with all the wonderful presents. My son has not stopped playing with his many gifts," one of the parents said in a card dropped off with a homemade cake. Seeing the photos of her son smiling and surrounded by his gifts only reiterated the meaning of the holiday season and why we will continue to adopt families in the future.



In a combined effort with Swinerton Government Services, we also donated not only \$2,285 through the Swinerton Foundation, but 118 pounds of personal items to the Arvada Community Food Bank. The bank is a local non-profit with a goal to secure the resources necessary to provide programs to help meet the nutritional needs of qualifying members of the Arvada community including food, financial and physical resources, and volunteers. Originally, we had decided to collect canned goods for the bank. However, when we spoke with the volunteers we were informed of a shortage on personal items.

"Many times you don't think of giving personal items to a food bank, yet these items are greatly needed. If you can't afford food you can't afford these items as well. Our clients and volunteers were so appreciative as well as excited about having these items, that they were gone as fast as we could put them on the shelf! Thanks so much for collecting for us, it was a blessing for our clients," said Theresa Gillihan of the Arvada Food Bank.

## Stepping Up To Serve

By Erin Bley

Holly McBrearty, Proposal Manager for the Texas division, has recently been elected to the Board of Directors for the City of Schertz Economic Development Corporation (SEDC). The SEDC is a non-profit corporation created by voters allowing the imposition of a local sales and use tax which are dedicated to economic development, giving the community an opportunity to undertake projects for quality of life improvements such as medical, higher education, entertainment, and corporate sectors. Schertz is located between San Antonio and Austin with a current population of nearly 33,000 residents. The city has plenty of growing room and was voted #40 by Money Magazine as one of the Top 100 Best Places to Live. Holly will serve a two-year term on the board working to promote the mission and the welfare of the city.



Tina Baca, Project Accountant for the Texas division, was recently inducted to the Hispanic Contractors Association de San Antonio's Board of Directors. The Hispanic Contractors Association (HCA) was organized to promote and support the educational advancement and growth of the Small, Minority, Women Owned contracting community. Swinerton Builders has been an active corporate sponsor of HCA for the past two years and is very excited to have Tina represent our company as part of this important association in San Antonio.

Photo: The mayor of San Antonio, Julian Castro, inducted the new HCA Board of Directors in January 2011.

# COMMUNITY

GIVING BACK • VOLUNTEERING • PHILANTHROPY

## Wreaths Across America

By Bruce Winship

In December, my family participated in a wreath laying ceremony at the Presidio National Cemetery in support of Wreaths Across America. This organization coordinates the donation and delivery of wreaths to national veteran's cemeteries around the United States, and coordinates volunteers to lay the wreaths on each headstone. Teaching school-aged children about the traditions of the military and the laying of the wreaths is a major focus and high priority for this non-profit organization.



It was a very well-attended event with members of all the service branches, both active and veterans, Cadets from the Civil Air Patrol, Sea Scouts and Boy Scouts, and San Francisco Police and National Parks Police with a horse mounted group. The initial ceremony lasted one hour with the Judge Advocate General as the main speaker, who explained the purpose of the Wreaths Across America: Remember, Honor, and Teach. My daughter was chosen to lead the Pledge of Allegiance in front of a crowd of over 200. There was TV and news coverage during the ceremony as well as acknowledgment to the many sponsors who made the ceremony possible, including The Swinerton Foundation. After the ceremony, complete with a 21-gun salute, a bagpiper playing Amazing Grace and a bugler playing Taps, everyone was invited to help lay the 1,700 wreaths on the veteran's headstones.

While it was a somber event, there was an air of celebration and acknowledgement of the sacrifices that veterans, both dead and alive, have made for the freedom we all now enjoy. Everyone took away a little more than we gave that day. Thanks to The Swinerton Foundation for supporting Wreaths Across America and for its continued commitment to our community and our veterans.

## Giving Back to the Community

By Kristina Palmieri

The holiday season often brings to mind thoughts of our family, festive times, and the many things that one must accomplish before the year comes to an end. This season the Los Angeles division was provided with the opportunity to assist families in need. Instead of doing our annual office gift exchange, we gave back to the local community, supporting the Los Angeles Unified School District Olympic Primary Center by donating gifts and raising money for their holiday assembly.



With the money we raised, each and every one of the 300 students at the school received a Christmas stocking filled with stickers, playing cards, puzzles, and a candy cane. The stockings were personally delivered by Santa Claus at their holiday assembly program with all of the students and parents in attendance. After the program, a special thank you announcement was made to the parents about the donation from Swinerton. The parents were extremely touched and thankful for our generosity to help students who may not be receiving gifts at home this Christmas. With the fiscal challenges many had faced during this holiday season, the parents were especially encouraged to see how thoughtful and caring others can be in times of need.

In addition, each student also received a toy donated by Swinerton staff members on the last day of school before winter vacation. The teacher assistants dressed as Santa's elves to hand deliver the donated toys to each classroom full of eager and excited students.

Principal Helen Yu presented us with a thank you letter that included the following praise: "On behalf of Olympic Primary Center students, parents, and staff, we thank you for your effort to make a difference in the lives of our children as well as reaffirming our faith that it takes a village to raise a child. Due to your generosity and kindness, this holiday season for our students was especially memorable and joyful."

CHARITY • DONATIONS • GENEROSITY • ALTRUISTIC

## We've Got Spirit, Yes We Do!

In front of an energetic crowd of 1,700 students and nearly 100 faculty and staff, nine members of the Swinerton Builders San Diego division were on hand to present spirit t-shirts to Montgomery High School. VP & Division Manager Don Adair made the call to provide the t-shirts to the students, who wear them every Friday. Due to budget limitations, the school had not been able to purchase the shirts this academic year. Senior Project Manager Brian McCarthy coordinated the design and production of the shirts, which featured the school's colors and Aztec logo.



VP & Division Manager George Hershman addressed the students and staff during the Winter Sports Rally, congratulating them on their recent academic and athletic achievements. This year, the Montgomery High School students earned the highest one-year increase in Academic Performance Index (API) test scores among all schools in the district, the football team advanced to the second round of the CIF playoffs, and the girls basketball team is currently vying for its third consecutive league championship.



We are currently completing a modernization project on the school's campus, which includes the construction of a new two-story library, the demolition and renovation of existing classroom facilities, and the construction of a new courtyard and covered walkway. The new two-story library is seeking LEED® Gold certification.

Also on hand to congratulate the students on behalf of Swinerton were Lauren Nunnally, Ashley Young, Holly Robertson, Alex Beaton, Ruben Fontes, Anthony Tarantino, Dave Bradley, and Tim Erickson.



Pictured from top left: Superintendent Anthony Tarantino, SGI Construction Manager Matt Wares, Project Manager Lauren Nunnally, Marketing Coordinators Ashley Young and Holly Robertson, Senior Project Manager Ruben Fontes, VP & Division Manager George Hershman, Montgomery High School Principal Lee Romero, Project Engineer Tim Erickson, and Business Development Manager Alex Beaton.



## Fire Station 18 Project of the Year

Oakland Fire Station 18 was just awarded Public Works Project of the Year from the Northern California Chapter of the American Public Works Association! Located at a highly visible, busy thoroughfare in Central East Oakland, Fire Station 18 provides an important new landmark for this mixed-use working class neighborhood. Seeking LEED® Gold certification, it will be the first LEED certified fire station in Oakland, representing a major sustainability milestone for the city. Swinerton delivered Fire Station 18 under budget and ahead of schedule using the CM @ risk project delivery method.

The American Public Works Association (APWA) is an international educational and professional association of public agencies, private sector companies and individuals dedicated to providing high quality public works goods and services. Chartered in 1938, APWA is the largest and oldest organization of its kind in the world with over 25,000 members.

*Congratulations to the project team for a job well done!*

## Chris's Corner

### We Batted .900 in 2010

In 2010 we sold \$1.466 billion – about 90% of our goal of \$1.618 billion. And \$1.6 billion was no snoozer of a goal considering the economic cycle we have been working through. Think about the newspaper headlines you read over the course of 2010; how many businesses have been operating at 90% of their sales goal? Very few.

### You Did It

Over 2010 we saw several truly outstanding efforts put in on bids, proposals, interviews and presentations. We won some good ones. Sure, we missed on some too, but from those we learned; they made us stronger and better for the next ones. Thank you for the good work.

### Here Are Just Some Of Our Fourth Quarter Wins:

- Delta Terminal 5 Federal Inspection Services at Los Angeles International Airport
- Building AQ – an IPD and Lean project for QUALCOMM
- Cache Creek Casino Resort Hotel Tower renovation
- Renovation of the Hilton Hawaiian Village Rainbow Tower at Waikiki
- Our first projects for John Muir Health and Catholic Healthcare West
- Kaiser Permanente Pleasanton Data Center
- Design-build Fire/EMT Training Facility at San Diego Community College District
- Bank of New York Mellon San Francisco
- A 30,000-square-foot SCIF lab and office space at the Westmore Corporate Center in Colorado
- New corporate headquarters for Fasken Oil and Ranch in Midland, Texas
- Renovation work for Hilton in Seattle, San Francisco, San Diego, Austin, and Honolulu
- Sempra Energy – SDG&E Beach Cities
- And lots more...too many to mention them all!

## Focus on Managing Change

On January 28th, Dave Higgins, Jr. began a one year term representing HMH Builders and the Swinerton Family of Companies as Chair of the Building Division of Associated General Contractors, California. Dave's focus will be helping the industry face the challenges of today's construction marketplace.

AGC is already committed to proactively addressing regulatory, market, and project delivery changes as an industry. By continuing formal and informal workshops, webinars, and gatherings, AGC's members will be prepared to adapt to a changing construction landscape.

On the regulatory front, AGC will play an increasingly important advocacy and communications role by monitoring and testifying at hearings at the state and federal level. As builders, we need to know when a government agency is considering legislation that could hurt our industry, and we need to have a voice that is heard by our legislators.

AGC also keeps members updated on price volatility, providing economic forecasting, and monitoring price spikes that could impact ongoing or future projects.

Finally, AGC has been instrumental in helping to accelerate the learning curve for contractors adopting new project delivery methods. Building Information Modeling combined with Lean Construction methods can increase productivity, but contractors need to apply "best practices" to make the most of this revolution.

Adapting to these changes make us better builders, and strengthen our focus on maintaining the highest levels of workplace safety: when jobs are better organized, they inherently become safer.



## The Effect of Organizational Culture and Climate on Collaboration and IPD

By Ruben Fontes

The Integrated Project Delivery (IPD) approach is a collaborative process that seeks to eliminate waste and maximize efficiency to achieve Lean construction. The success of this effort depends heavily on the degree to which the leadership of all participating firms are committed to the process and the integration of these concepts in the organizational culture that permeates every level of the workplace. Since the notion of culture assumes shared values and beliefs, culture in an organizational context implies a collective comprehension and acceptance of values throughout the organization.

In his influential book *Organizational Culture and Leadership*, Edgar Schein defined organizational culture as "a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration." Schein implied that organizations "learn" by engaging and solving problems both from the external environment and within the organization itself. As organizations formulate strategies and define expected behaviors, they establish the *modus operandi* that all team members are expected to adopt. But as new team members join the organization, new challenges surface and the external landscape changes. How do we verify compatibility between established assumptions and current perceptions?

While the workplace culture can be described as *the way we do things around here*, Israeli scholar Yoak Vardi defined work climate as *the way things are around here*. The work climate involves current, shared perceptions of the organization, while the culture refers to organizational assumptions that may no longer be valid. In his book *Organizational Climate*, Benjamin Schneider introduced work climate theory and asserted that individuals seek to achieve a sense of order in their respective environments and adapt their behaviors accordingly. Thus, individuals exhibit certain behaviors in response to a *perceived* environment of accepted practices and procedures. They seek "congruity between behavior and the system's practices and procedures." Individuals tend to not only accept but to *internalize* the climate of the organization, in turn having a significant effect on their behavior. As we strive toward IPD and Lean Construction methodologies, what are the shared perceptions of the organization, on all levels, with respect to these concepts?

The notion of *value congruence* refers to a "fit" between the perception of the individual and the climate of the organization. Research has shown that value congruence is not only positively related to employee and leader satisfaction, but also to performance and organizational commitment. Employees exhibit more effort, loyalty and dedication to a firm that not only recognizes their contributions, but also shares their values. Although IPD and Lean Construction require coordination and collaboration among owners, architects, engineers and contractors, each of those organizations should also evaluate culture and climate within their respective workplaces and consider the degree to which corporate values and assumptions are congruent with employee perceptions.

### Quality Management

## Building Envelope Risks

A major goal of our Quality Management Program is to avoid building leaks. As basic as that may sound, it's not always easy to do. A major step we have taken toward meeting that goal is to bring Karl Joerger into our Corporate Risk Services group where he will be able to share his building envelope expertise companywide. Karl's 25+ years of experience, as both a practicing architect and a general contractor (the last nine as a Project Executive with Swinerton Builders in Northern California), make him uniquely qualified to fill this position.

Karl will be available to assist with building envelope risk mitigation efforts, including:

- Design document reviews
- Selection and management of building envelope consultants
- Collaboration on Virtual Design & Construction efforts
- Problem identification and solving
- Project team training and support
- Development of Best Practices

*A few of the document reviews that Karl previously performed are posted in the Quality Management section of SwinNet. Please make sure you take advantage of the expertise Karl has to offer.*

## Quality Management Certification

Congratulations to the following people who have successfully completed the course on Construction Quality Management for Contractors since the last quarterly:

- **Swinerton Builders Texas**  
Steve Cameron, John Frey, Catalina Palomar, Cliff Pawelek, & Adam Lopez
- **Swinerton Builders Hawaii**  
Donn Tamaribuchi, Daneka Denis, Tim Grafstrom, Dai Kelly, Kaulana Hansen, Doug Paasch, & Jim Mickelson
- **Swinerton Builders Los Angeles**  
Michael Coakley, Richard Pratte, & Jessica Drake
- **Swinerton Builders SF/East Bay**  
Zach Satt & Norman Leoncio

We now have 29 people in the company who have earned this certification!

### Benefits

## Does your 401(k) Account Need a Checkup?

Did you know that two-thirds of doctors and patients believe adults should have an annual routine health checkup? Annual checkups can help improve and maintain wellness. Did you know that your 401(k) account also needs an annual routine checkup to improve and maintain wellness? If you answer no to any of the following 401(k) checkup questions, your 401(k) account may need attention:

- Are you making 401(k) contributions to your account in the Swinerton 401(k) & Savings Plan?
- If you are making 401(k) contributions, are you contributing at least 5% of your eligible pay, to take full advantage of the employer match? (Swinerton matches 100% on the 1st 3% of eligible pay you contribute and 50% of eligible pay on the next 2% you contribute. The form of the employer match is determined annually and can be in cash, Swinerton stock, or a combination of the two).
- Do you review and increase your 401(k) contribution percentage annually?
- Are your investments diversified?
- Have you designated a beneficiary and do you review your beneficiary information on a regular basis and make changes if applicable?

Review your Swinerton 401(k) & Savings Plan online at [mylife.newyorklife.com](http://mylife.newyorklife.com). If you took action on questions answered as "no" above, give yourself a pat on the back because the health of your 401(k) account may once again be on the road to recovery and a secure financial future. Below is statistical information about the Swinerton 401(k) & Savings Plan as of December 31, 2010:

- Total Plan assets \$155 million
- 879 active participants
- Average participant account balance is \$79,000
- Average pre-tax 401(k) deferral percentage is 8%
- 168 participants use the OnTarget Program to manage their investments
- 90% of eligible employees participate in pre-tax 401(k) contributions
- HMM has the highest participation rate of all Swinerton companies at 95% of eligible employees

Total pretax 401(k) contributions also exceeded \$6 million in 2010. Questions? Email [benefits@swinerton.com](mailto:benefits@swinerton.com).

# SHARED SERVICES

QUALITY • HR • SAFETY • GOVERNMENT SERVICES

Safety

## Safety Superstars

Our Silicon Valley division was chosen by the Santa Clara Unified School District Board of Supervisors to perform Construction Management services for the campuses of Santa Clara High School and Wilcox High School. We would like to recognize two Designated Safety Persons (DSP) on these campuses for their dedication to safety. At Wilcox High School, the district called for the specific naming of Pedro Guinea as the full-time DSP in the contract. This is the fourth occasion the district has worked with both Swinerton and Pedro, and has been impressed with Pedro's performance and personality every time.

Pedro has been a Carpenter with Swinerton Carpentry Services since 2004 and has always shown dedication and stability in his work performance. With regard to safety, the project benefits from Pedro's ability to nurture strong working relationships with all of the contractors on site. Armed with a calming nature, he ensures all the safety components of the program through cooperation, and diffuses situations whether with the contractors or the school. Pedro also offers his experience and skills for some items the district requires that are not in the sphere of other contractors such as building safety rails and barricades, and setting up traffic control. He sees what is needed and gets it done. He ensures compliance to protect anyone exposed to safety hazards at the project site. Pedro arrives at the jobsite at 6:00 AM to make sure that contractors and deliveries arrive in compliance with district access regulations, and stays late to wrap-up his project duties each day. In addition, he also provides bilingual translation service for Spanish-speakers to make sure information is fully comprehended by anyone at or near the jobsite. The school district loves his ability to maintain his composure and cheerful personality even in stressful situations. The highest levels of the school district are aware of his presence and very comfortable when he's around, even with teachers, students, and visitors in proximity of the construction site. Pedro promotes a positive image both as a Swinerton employee and as an individual – his recognition is well-deserved!



Can it be...two superstars from the same division? Yes!

Journeyman Carpenter Dan Lee uses his past supervisory skills and work experience to take leadership in his role as the full-time DSP at the Santa Clara High School project. Dan has been with the company 14 years in positions ranging from General Foreman to Assistant Superintendent, to his current position as Journeyman Carpenter. With a well-earned reputation as a "grizzly bear with a big heart," Dan manages to get his message across to co-workers, other contractors, and school staff and students, using firmness and compassion hand-in-hand. A leader in his trade, he was fast selected as the DSP. Swinerton projects look forward to having him on board as he is as reliable as he is hardworking, communicates well with his co-workers and other trades onsite, and is proactive when it comes to safety. He takes his responsibility seriously and wants his work to make a difference in others' lives. He earned his STS credential on the 222 Broadway project under William P. Young and is familiar with Swinerton protocol from his years of experience, and implements the company philosophy on safety with common sense and dignity.



Both of these stand-up guys have demonstrated outstanding dedication to their safety responsibilities and we are thankful for their contribution. It is because of individuals such as Dan and Pedro that lives are saved.

INFORMATION TECHNOLOGY • SPECIAL SERVICES

## Safety First

For the last two years, the Bright Horizons project team has worked diligently to ensure that all safety standards and practices are made the highest priority each and every time. This includes but is not limited to the implementation of jobsite orientation meetings for all subcontractors and visitors, requiring the use of Personal Protection Equipment 100% of the time during the project, and the use of project-specific safety signage to ensure proper communication of jobsite rules and regulations.

This effort put forth by the team has led to zero recordable injuries for all Bright Horizons projects in the region with minor corrections and comments from Senior Safety Director Gena Roberts during her visits. The commitment of the Bright Horizons team to safety practices is now the standard and is becoming a habit throughout the division, which reports no recordable injuries since 2008!

*Kudos to Project Manager Rick LaSharr, Superintendent Mark Aurdahl, and Project Engineer John Hanks for their continued commitment to safety excellence.*

## The Annual CEA Awards: A Swinerton Tradition

Swinerton's track record in safety is as successful as its track record for receiving awards, and this time was no exception. The CEA Annual Membership Dinner gathered dozens of general contractors to recognize the accomplishments of the best in the industry. Swinerton Builders proudly received the President's Safety Award at the Concord Hilton on January 19th, with our own John Elwood accepting the award. We also received the CEA Excellence in Safety Award at an honorary luncheon on February 11th. Many thanks are extended to the management teams that have done their part to ensure safety as a priority, as well as to all the trades that made a proactive contribution for a safe work environment.



*Congratulations, Swinerton!*

## Instilling Confidence, Communication, & Culture



At the Chevron Concord Facility Building 1, workers have taken on a two-story interior demolition of 90,000 square feet of office space, including interior stair remodel and the expansion of a freight elevator. The project team has also been charged with protecting vital communications and systems within the building from electromagnetic frequency over the course of the structural modifications. Both Chevron and Swinerton take safety very seriously. We celebrate and join in contributing to the entire facility's safety record of 922 days with zero lost time incidents.

Great job to the crew! A special shout out to Superintendent John Robutz who coined the phrase "Chevron is a safety company that sells oil on the side." This stuck with the team and advocated the safety culture on the project. John's attention to safety details was vital to the success of the work done at Chevron Concord!

*Pictured from left: Safety Manager Scotty DuPriest, Laborer José Contreras, Laborer Luis Melo, Labor Crew Chief César Herrera, Laborer Odilán Valencia, Labor Foreman Ignacio Martínez, Superintendent John Robutz, and Laborer Taylor Robutz.*

## Government Services

### Welcome Aboard!

Swinerton Government Services (SGS) is pleased to welcome and announce Gary D. Phillips Jr. (JR) as the newest member of our Senior Management team! JR is a seasoned estimator and has joined the SGS team as Chief Estimator; he has also worked as Project Superintendent and Project Manager on multiple projects ranging from golf courses to high-rise condominiums. This combination of field management and estimating gives JR a well-rounded experience base for his new role at SGS. His primary goal is to create a strong, successful team of SGS estimators that will be able to work across all Swinerton divisions to streamline the Government bidding process. JR has a vast knowledge of design-build project delivery and will utilize his wide diversity of past project experiences to advance SGS.



JR is joining us from Ledcor Construction in Henderson, Nevada, where he served as a Chief Estimator for the past two and a half years. Along with his family, JR will be relocating to Colorado from Las Vegas, Nevada, where he will be able to enjoy his many hobbies including camping, hiking, fishing, and traveling.

*We are very fortunate to have JR as a member of our team. Please join us in welcoming him to the Swinerton family!*

## Special Services

### Going Paperless

By Sue Twitchel

In 2010 the Business Solutions Committee charted the Enterprise Content Management (ECM) Committee to establish a framework to guide Swinerton in the transformation from a paper-based business to a paperless business. This includes providing a foundation for easy access to key information integral to productivity, compliance, and clear communication within the organization; an ECM Strategy Document was developed which provides this foundation. The ECM Committee is lead by Sue Twitchel and also includes Phyllis Smith, David Callis, Jon Marks, Elayne Cirbo, Michelle Alford and Jane Castillo. The Committee was designed to provide a representation of company-wide work disciplines.

The Committee's responsibilities are:

#### 1. Maintain the Swinerton ECM Strategy Document

Review and update the ECM Strategy Document on a regular basis.

#### 2. Ensure Adherence to the ECM Strategy

Conduct formal reviews of all projects to ensure adherence to the ECM Strategy. Report findings to the BSC and the project team.

#### 3. Communication of the ECM Strategy

Communicate on a regular basis the purpose, goals, and progress of the ECM Committee and ECM Strategy to the entire company. Encourage and initiate communication from the business back to the ECM Committee regarding ECM-related initiatives.

#### 4. Align the ECM Strategy to the 5-Year Plan

Regularly review the 5-Year Plan to ensure the goals of the ECM Strategy are being addressed.

If you or people within your division are contemplating any new IT-related project, Imaging/Document Management Program, or paperless endeavor, please reach out to our ECM team for assistance in your project's ECM requirements. We are here to help you achieve your goals, while at the same time insuring that your project has immediate ECM success that aligns with Swinerton's companywide ECM strategy. Thanks for your support and utilization of the ECM team!

## Information Technology

### Have you ever had a great idea that could improve our business but didn't know how to get it implemented? If so, read on!

Over the past couple of years, the management of the use of technology at Swinerton has evolved from an IT-centric to a user-centric approach. The focus has shifted from what IT can provide to what the end user needs, with involvement from the end users.

Along with this shift in IT management strategy is a centralized approach to how changes in business processes are prioritized and coordinated. The Business Solutions Committee (BSC) has been working for the past two years refining our procedures, and now we are open to your input. This committee is comprised of representatives of the core elements of our business: Operations, Marketing, Finance, Risk, Legal, and HR. This committee is charged with identifying which business processes need to be implemented or modified, and scoping and researching their cost, internal resources needed, and potential impacts to our business. Basically we are trying to do better preconstruction on our internal processes so we have a better idea of what we are getting into. Then just like we do for our clients, we come up with solutions to meet our business needs.

Anything can be suggested – a change in form, a change in a process or procedure, or a suggestion to improve how we do things. Any change large or small will be acted on. The most important task of the BSC is prioritization of these projects, to make sure we can enable the changes to happen smoothly, and optimize the use of our available resources. So going back to that great idea you had. What do you do with it?

#### Contact a BSC Member.

Send a tech support request. Yes, it's that simple. Then what happens?

Every change request is triaged by the Change Request Manager Jon Marks. Jon decides who needs to handle it, and does a quick evaluation of the complexity and impact of the request. If it is a minor change that can be handled by the IT staff, it is added to their list of small projects. If it is larger or could potentially impact different groups of the company, Jon forwards the request to a BSC member for review. If the BSC member thinks it has merit, the project is added to the pending projects review. If the BSC agrees to move forward, a Project Sponsor is assigned who is responsible for researching the cost and impact of the proposed change. The results of the research is reviewed by the BSC, and if it has a significant impact, can also be reviewed by the Management Action Committee and ultimately the Executive Committee. Once approved, it is scheduled according to priority and resource availability and then put in place.

#### BSC Members

Jeff Hoopes – Executive Sponsor

Dave Higgins, Jr. – Chair, Operations

Charlene Atkinson – IT

John Capener – Risk

Chris Day – Marketing

Ray Haj – Project Controls

Chris Murphy – Center for Excellence

Sheri Ann Murphy – Legal

Brad Peterson – Accounting/Finance

Brenda Reimche – HR

Phyllis Smith – Accounting/Finance

Sue Twitchel – Special Services

#### Why do it this way?

Our goal is to achieve predictable results with better collaboration amongst all of the entities that manage and support our corporation. The other reason we are trying to improve communication is to break down the silos between all groups in the company. Our company is full of smart people with great ideas. We want to be able to gain the efficiencies that come with consistent processes to maintain a competitive overhead structure, but we also want to allow individual innovation to flourish.



## Those Who Can...Do Those Who Win...Learn & Teach

By Brenda Reimche

As 2010 fades into the sunset and we look forward to what this new economy, this new future will bring, I can tell you two things that are definite: one, education and learning will be critical, and two, we can accomplish anything if we work together

In that spirit, I have a challenge for you. It may seem simple on the surface, but it requires commitment, practice, and perhaps even risk on your part. My challenge to you is to learn something new and to teach someone else what you know.

It's a new day, and business-as-usual is no longer enough. Neither is knowledge-as-usual. Information and technology are moving at an unprecedented pace. Building methodologies are advancing as are the tools we use to put work in place. While it's true that many of the core principles of our trade remain consistent, how they are planned, managed, communicated, and executed continues to evolve. How we respond to this accelerated environment will be critical to our success in rising above economic challenges and remaining a leader in our industry.

We have invested in technology, established a Center for Excellence in Project Delivery to introduce new efficiencies and innovations at the project level, and committed to truly partnering with our clients through a customer-centric focus. All of these strategies are critical to our long-term success and ability to adapt. However, to truly succeed, these strategies must be built on a solid foundation of knowledge and the ability to continually improve that knowledge – to learn, unlearn and relearn as innovations advance.

Here's where the risk comes in. To thrive in this type of environment, we must step outside our comfort zones to not only admit that we have something to learn, but to also show our vulnerability and allow someone else to guide us. The second, and perhaps even more challenging risk is in giving away our own knowledge to others and allowing them to excel in an area we take great pride in having mastered. The thing is, by taking these risks we all benefit in building a stronger knowledge base on which to add the next level of skill. Shortening the learning cycle by sharing your expertise with others gives us a competitive edge as a team – there simply isn't time to learn things the hard way every time. Working together and leveraging our collective knowledge for the benefit of all must be the model for our future. Sometimes we will pull someone else along, and sometimes they must give us a hand up.

So, while my challenge may sound simple, it really does involve commitment and practice. It's an understatement to say that our plates are full these days – some days you probably can't even see the plate. Even so, I'm asking you to add something else, something that is critical to our next hundred years. Make it a priority to set aside time to learn something new each month, either through a course, a publication, or on the job experience. And even more importantly, make the commitment to share your knowledge with others.

Yesterday's "master builder" understood all aspects of a project and also ensured that his knowledge was passed on. Tomorrow's Master Builder will use their comprehensive knowledge as a springboard for finding better ways to do the work, and better methods to pass on to the next generation. That is who we can be. Learn something new and teach what you know. The results will be remarkable.

**"The illiterate of the  
21st century will not  
be those who cannot  
read and write, but  
those who cannot  
learn, unlearn,  
and relearn"**

**- Alvin Toffler**